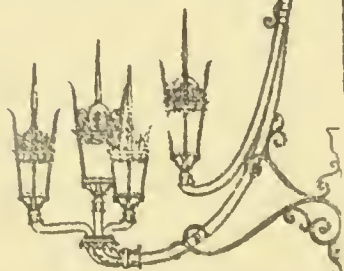


GOVDOC

BRA

1091

BOSTON
PUBLIC
LIBRARY

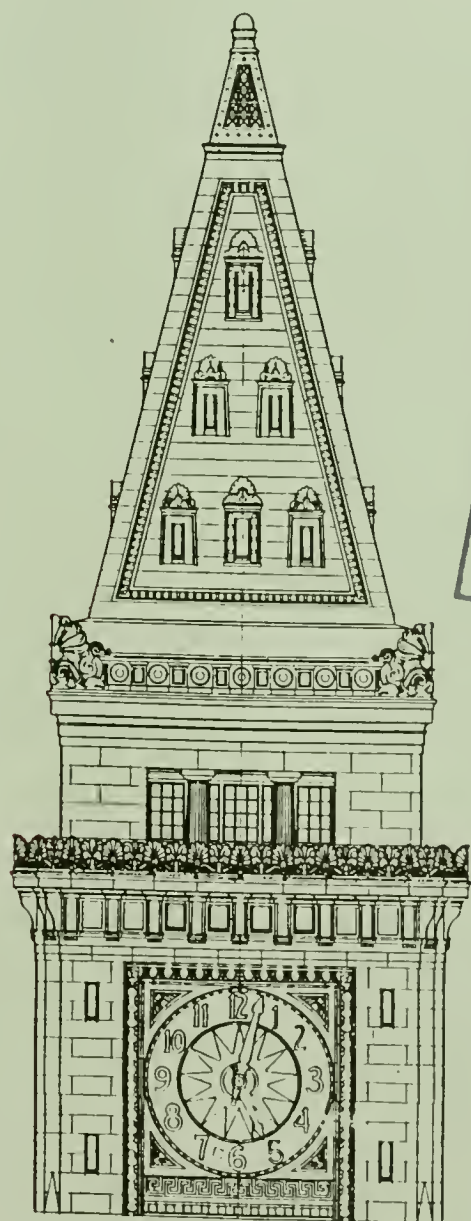


BRA
1091

✓

CUSTOM HOUSE

BOSTON MASSACHUSETTS





May 18, 1990

Mr. Stephen Coyle
Director
Boston Redevelopment Authority
City Hall/Plaza
Boston, Massachusetts

Dear Mr. Coyle,

Under date of April 20, 1990, the BRA promulgated a Request for Proposals with respect to rehabilitation of the Custom House. This letter and its accompanying materials are intended to constitute a formal submission in response to such Request.

We are confident that the proposal we present for your consideration is the right one for the Custom House. The use is appropriate in scale and content for this historic structure. Our team members, most of whom possess an extensive knowledge of the building, are enthusiastic about pursuing to completion this undertaking, of civic importance and pride to the people of Boston.

Very truly yours,

James B. White

Robert Sage

Lawrence S. DiCara
Mitchell B. Muroff

Proposal Summary

Team Members

<i>Developers:</i>	James B. White Sage Hotel Corporation Robert Sage, President Mitchell B. Muroff, Executive Vice President
<i>Public Use Entity:</i>	Society for the Preservation of New England Antiquities
<i>Investors:</i>	Sage Hotel Corporation, institutional lender-participant, syndication and/or tax credit purchasers
<i>Architects:</i>	Dean Tucker Shaw, Beyer Blinder Belle, Irving Salsberg and Associates
<i>Feasibility Consultants:</i>	Laventhol & Horwath
<i>Contractor:</i>	George B.H. Macomber Company
<i>Owners:</i>	Sage Hotel Corporation, Lawrence S. DiCara, James B. White, investors
<i>Counsel:</i>	Lawrence S. DiCara, Matthew Kiefer, Peabody & Brown

Concept

We propose that the Custom House be primarily used as an Executive Conference Center. Also, we propose that certain spaces in the base of the building (such as the main rotunda) and the observation level be devoted exclusively to the Museum at the Custom House and accessible to the public. On a scheduled basis, we believe it will be possible to make most of the base of the building available for Museum purposes and public functions. The Museum would focus on the unique history and architecture of the Custom House and its role in various aspects--maritime, commercial, immigration, of Boston's history as a major American port.



ADDENDUM

Our team has been exploring the possibility of collaborating with the Bostonian Society in the development of the Museum at the Custom House. The Society is very enthusiastic about pursuing such an effort, and we look forward to working with them as the project proceeds.

These private and public uses are conceptually and operationally complementary. Together they will create a facility of regional appeal, quite in keeping with the image of the Custom House as one of Boston's most important structures.

The Executive Conference Center will provide facilities for specialized meetings of corporations and charitable, educational, and governmental institutions, and will be promoted and operated as a first-class, independent entity. It will be professionally staffed with conference coordinators and supplied with highly sophisticated audio-visual equipment and meeting aids. In addition to approximately 115 lodging rooms, facilities will include dining rooms, recreational areas, and specially designed meeting rooms and break-out rooms. The construction, features, and operation of the Center will be of the highest quality.

The proximity of the Custom House to the financial district, the waterfront, and major downtown attractions, together with its convenient accessibility to Logan airport via land and water public transit, make it ideally suited to our proposed uses.

**Consistency with
Public Purpose
and Building
Constraints**

The proposal satisfies the public/private use and physical demands imposed by the BRA upon the project in its RFP. The focus of the rehabilitated building as an Executive Conference Center and as a Museum emphasizing the contextual role of the Custom House in the history of Boston will insure a compatibility of use, restoration, and operational objectives between the 1847 base and the 1915 tower addition.

**Rehabilitation
Approach to the
Building**

The team approaches this project with appreciation for the architectural and historical importance of the Custom House to the City of Boston. We will adhere to the preservation requirements in the RFP and will work closely with the Boston Landmarks Commission, the BRA, and other agencies to ensure that the Custom House will continue, in its new role as a historic structure serving public and private interests, to be one of Boston's pre-eminent buildings. Among other things, the limited number of people using the Center and Museum at any one time will be consistent with the small spaces within the Custom House and will guarantee that intrusions upon the fabric of the structure and its original components are minimized.

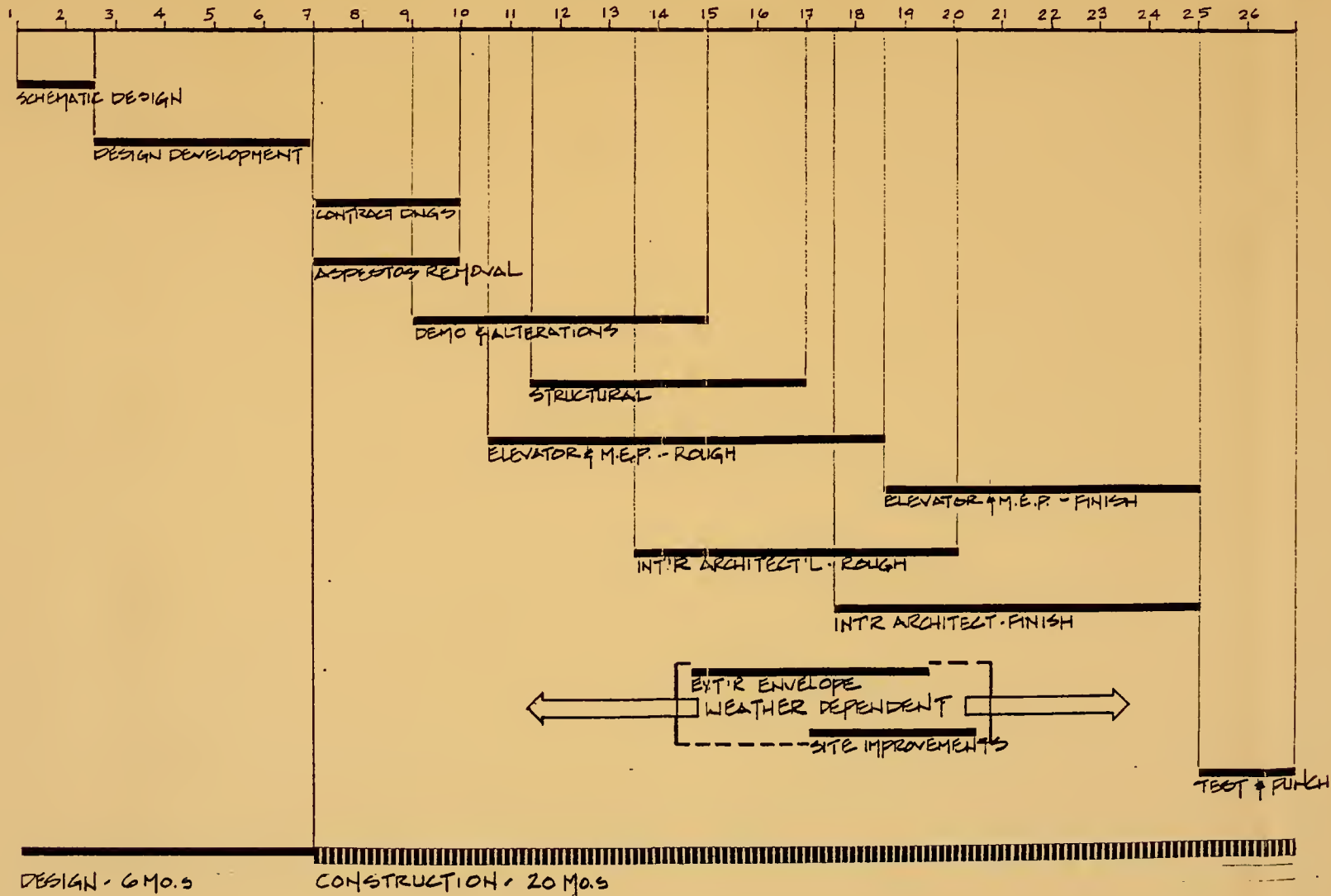
**Treatment of the
Ground Plane**

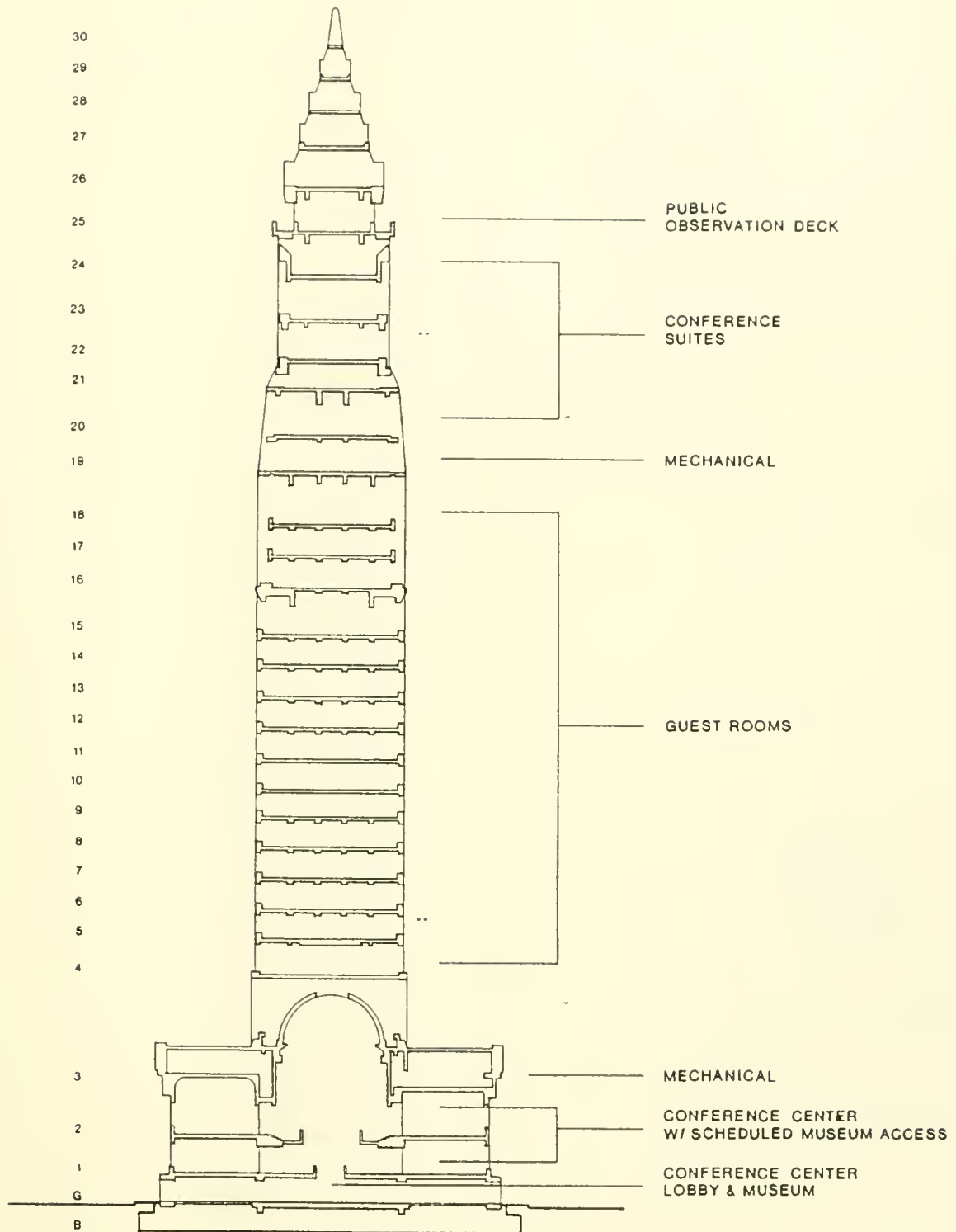
Attached hereto are materials setting out our approach to the treatment of the exterior spaces surrounding the building. These materials have been developed as the result of extensive meetings and discussions with staff members of the BRA, DOT and the MBTA. As a result, the attached plan is compatible with the public program for pedestrian and traffic uses within the vicinity of the Custom House. In conjunction with the major plaza adjacent to the building, we will explore ancillary uses, such as an outdoor cafe to provide pedestrian activity. As detailed planning for exterior needs evolves, we will work with the BRA to incorporate such items as drop-off and service areas for the building. Parking needs will be satisfied principally by arrangements to be made with the operators of nearby parking garages.

Project Schedule

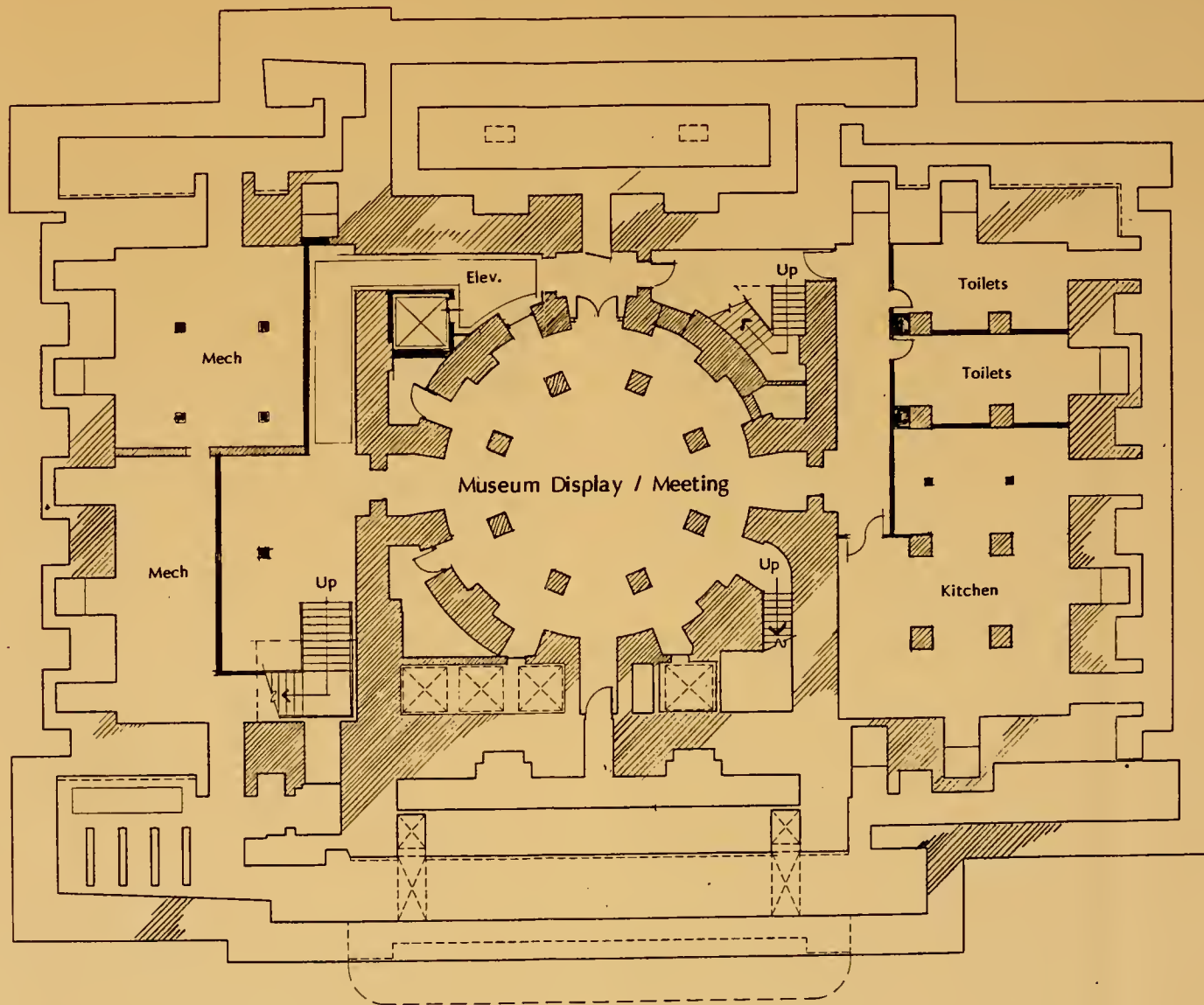
The project schedule follows on the next page.

U.S. CUSTOM HOUSE TOWER • EXECUTIVE CONFERENCE CENTER & MUSEUM





U.S. CUSTOM HOUSE TOWER EXECUTIVE CONFERENCE CENTER & MUSEUM



DEAN
TUCKER
SHAW

CUSTOM HOUSE
Boston, MA

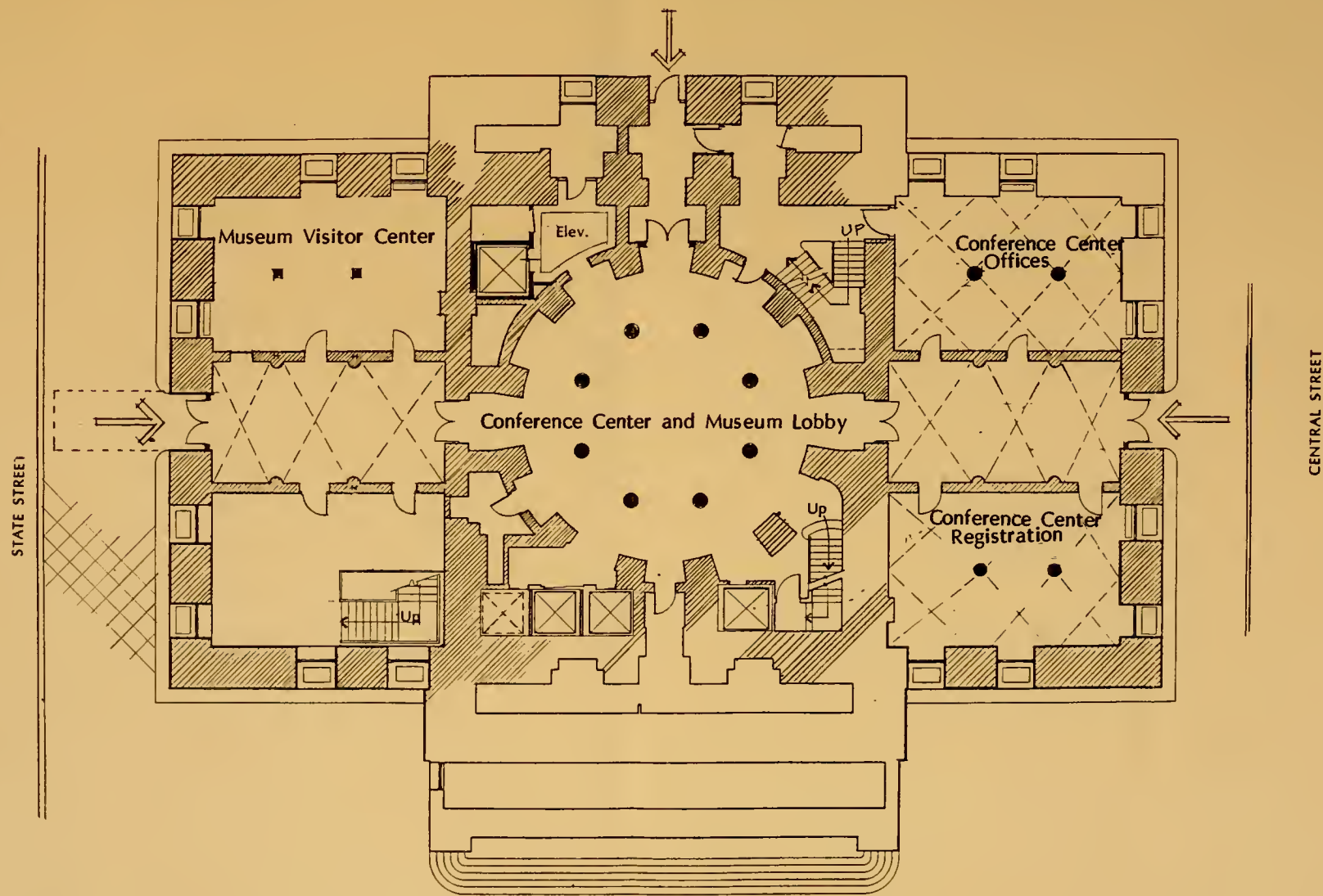
Preliminary Design

Basement Floor
Plan

CUSTOM

1/16" = 1'-0"

KAD



DEAN
TUCKER
SHAW

CUSTOM HOUSE
Boston, MA

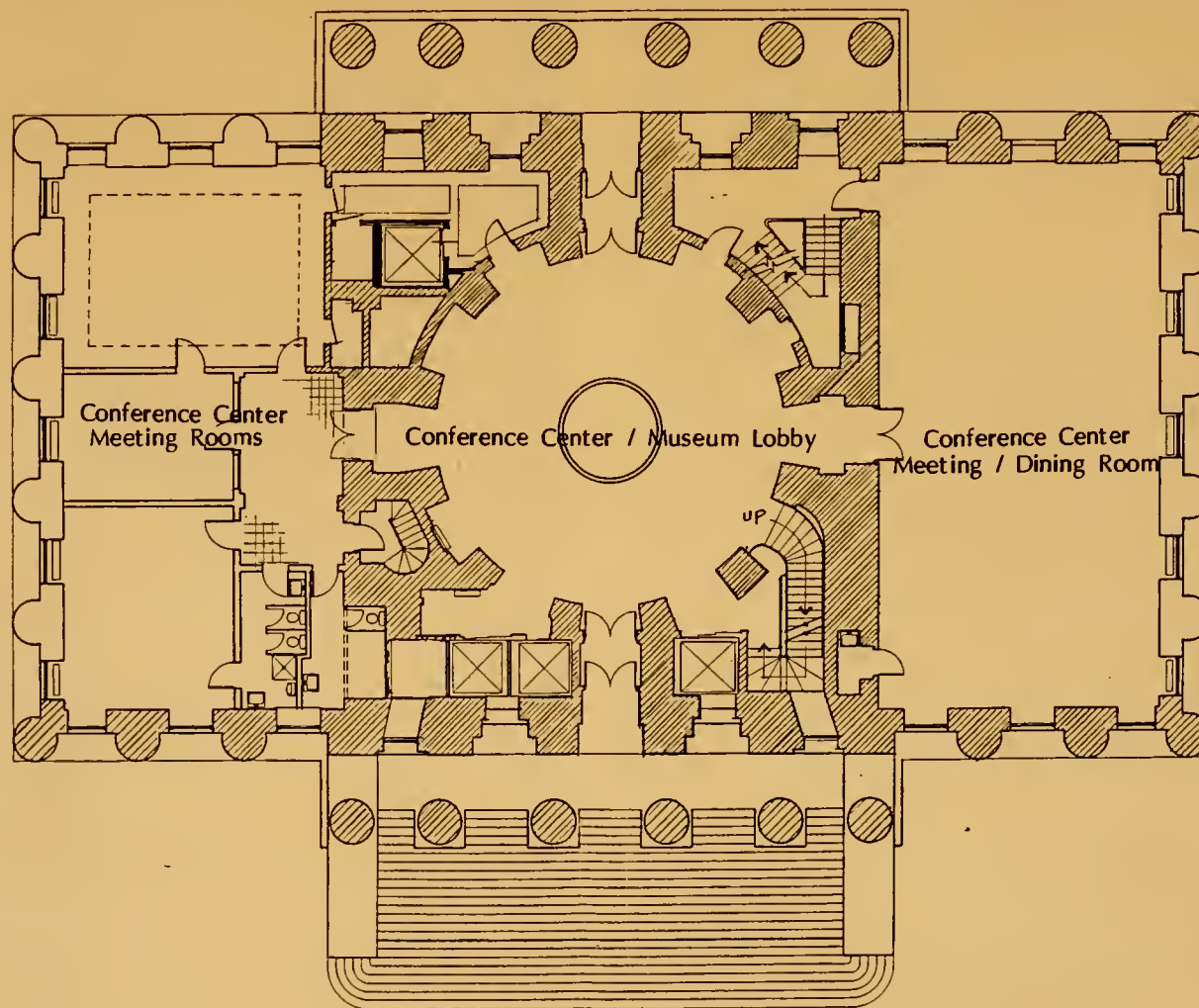
Preliminary Design

Ground Floor
Plan

CUSTOM

1/16" = 1'-0"

KAD



DEAN
TUCKER
SHAW

CUSTOM HOUSE
Boston, MA

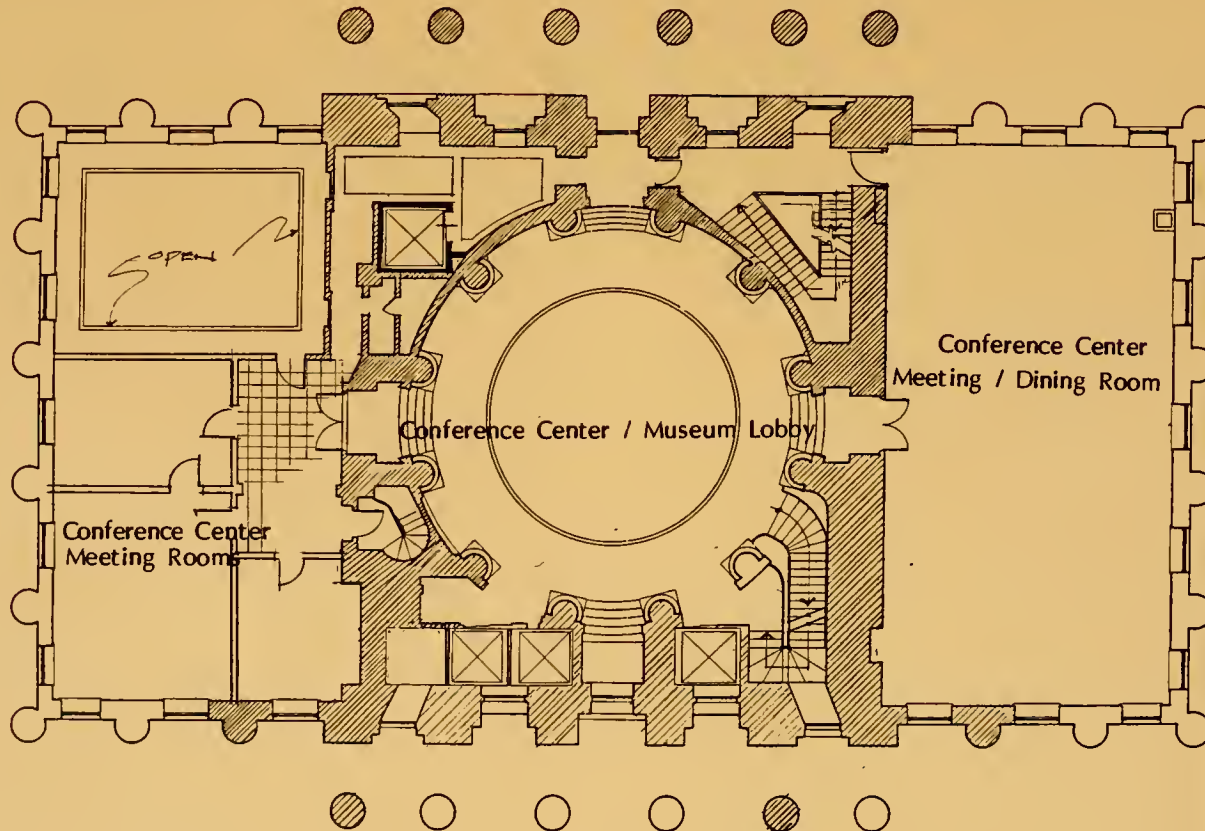
Preliminary Design

First Floor
Plan

CUSTOM

1/16" = 1'-0"

KAD



DEAN
TUCKER
SHAW

CUSTOM HOUSE
Boston, MA

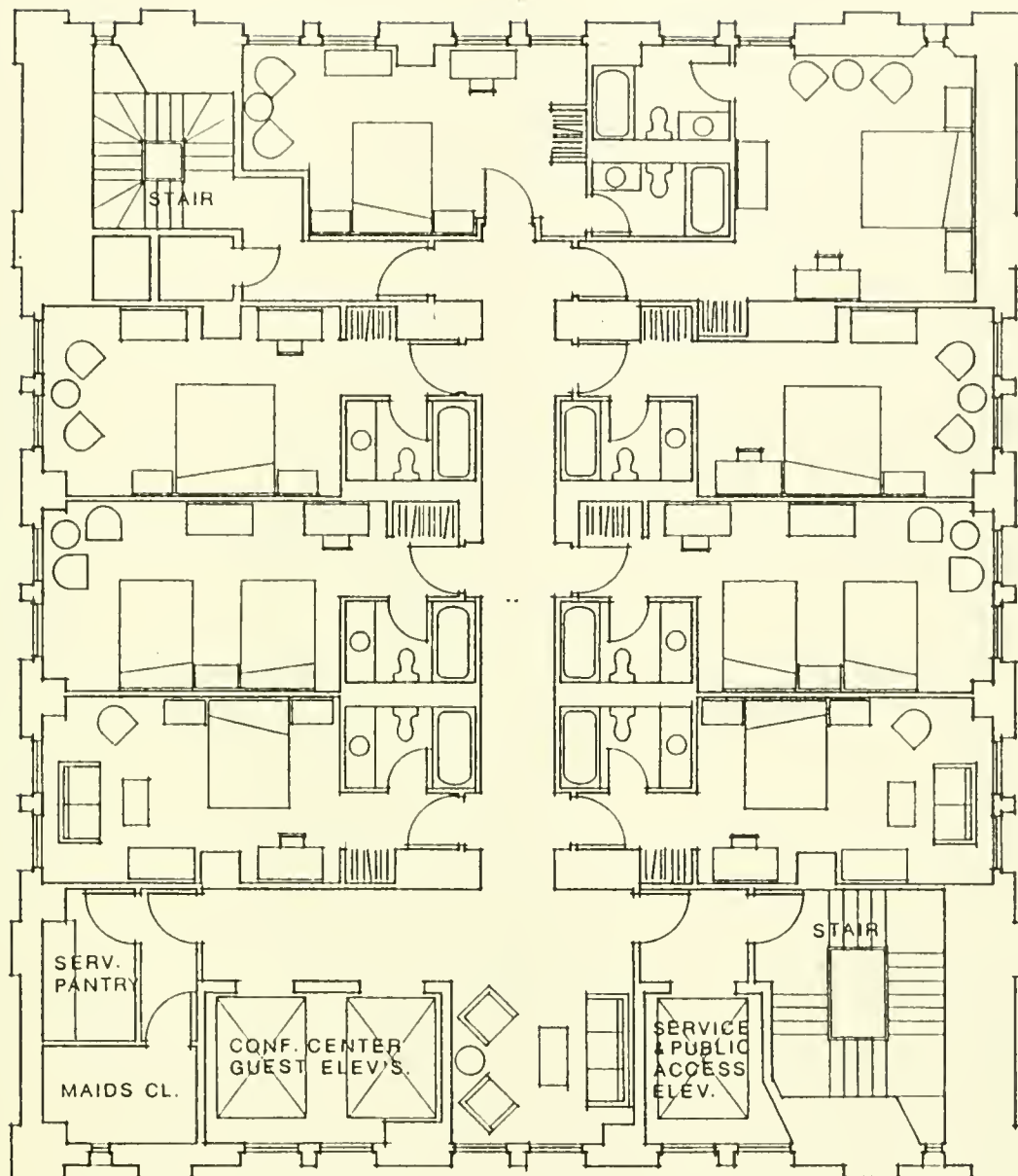
Preliminary Design

Second Floor
Plan

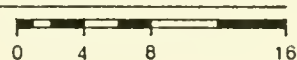
CUSTOM

1/16" = 1'-0"

KAD



Typical Guest Floor Plan



U.S. CUSTOM HOUSE TOWER
EXECUTIVE CONFERENCE CENTER & MUSEUM

Financial Information

**Redeveloper's
Statements**

Attached hereto are the forms of Redeveloper's Statements of Public Disclosure and of Qualifications and Financial Responsibility. Because of the financial approach, outlined below, taken by this team, and because the entity which will be the redeveloper has not yet been determined, these forms cannot yet be completed. Should this team be designated, these forms will be duly completed and executed. At the present time, only Sage Hotel Corporation (or principals thereof) is expected to have greater than a 10% interest in the project.

**Financial
Approach;
Evidence of
Equity and of
Interest from
Financial
Institution**

In view of the costs for the rehabilitation of the Custom House and the revenue projections from operation of the Executive Conference Center, as set out in the attached materials, it will not be possible for this team to satisfy the goal in the RFP for assumption by the developer of the note due the GSA. Accordingly, this proposal is conditioned upon our ability, should we be designated, to work with appropriate governmental and private parties to obtain from the GSA a forgiveness in whole or substantial part of the present indebtedness due it from the BRA. If this is achieved, we will then work out a financial plan with the BRA to come as close as possible to satisfying the other financial goals in the RFP. This plan will reflect the best available arrangements for the use of publicly-assisted financing (if possible), the rehabilitation tax credit, and the incorporation of available funds from the private and public sectors.

We are not prepared to tender a non-refundable deposit until such time as the foregoing condition has been satisfied. Should the BRA wish to withhold tentative designation until such satisfaction is achieved, we would find that acceptable, provided that we would be authorized to try to satisfy the condition with tentative designation to be granted if and when the condition is satisfied, the non-refundable deposit is paid, and the BRA accepts arrangements for equity and secured funding.

Should our team and its approach be selected, we strongly believe that our efforts, if successful, will result in the ready availability of equity and other financial resources for the project. Financial feasibility will be enhanced by the availability of the resources and commitment of the Sage Hotel Corporation, because the development entity will enter into a long-term management contract with Sage Hotel Corporation or a company which it controls. The management contract will provide for a

guaranteed stream of income to the development entity from Sage Hotel Corporation. This guaranteed income stream will provide the basis for institutional funding. As noted earlier, we expect to work with the BRA as a participant in the creation of the overall financial plan for the project.

While the success of renegotiations with the GSA cannot be assured, there is strong precedent for federal financial assistance. The Custom House is equal in national and local importance to other historic Boston monuments that have received such assistance, including the Old State House and Faneuil Hall (which are both currently being restored with federal monies), and the U.S.S. Constitution. We believe that with bipartisan local support, including that of our elected and appointed officials at all levels, preservation interests, and concerned citizens, our chances for success are good.

**Development
and Operating
Proformas**

The development and operating proformas are on the next pages.

CUSTOM HOUSE
EXECUTIVE CONFERENCE CENTER

SOURCES

First Mortgage	9,620,000
Public Funds	1,700,000
Tax Credit Proceeds	2,000,000
Equity	<u>1,480,000</u>
	14,800,000

USES

Architectural, Engineering Inspections, Permits	603,000
Construction	10,051,000
Performance Bond	65,000
Builders Risk Insurance	60,000
Furniture & Fixtures	1,201,000
Financing - Fees	285,000
Legal & Accounting	275,000
Pre-Opening Expenses	260,000
Interest	1,225,000
Development Fee	250,000
Administration	175,000
Contingency	<u>350,000</u>
	14,800,000

CUSTOM HOUSE
CONSTRUCTION COSTS
115 ROOMS

General Conditions	800
Demolition	300
Landscaping/Site	177
Asbestos Removal	510
Excavation	135
Miscellaneous Metal	125
Specialties	135
Plant & Equipment	520
Alterations	540
Masonry	486
Rough Carpentry	30
Millwork	87
Waterproofing/Damproofing	190
Insulation	7
Roofing & Flashing	110
Caulking	19
Metal Doors & Frames	37
Wood Doors	48
Windows, Glazing	633
Hardware	61
Drywall & Acoustic	543
Ceramic Tile & Marble	123
Resilient Flooring	9
Paint & Wallcovering	174
Toilet Accessories	16
Mirrors	21
Chutes	19
Elevators	660
Plumbing, Sprinklers, HVAC	1682
Electrical	945
Contingency	477
Fee	432
	<u>10051</u>

5/14/90 4:07 PM
CONFERENCE CENTRE
115 ROOMS

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
OCCUPANCY	60.0%	65.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
AVERAGE RATE	\$135.00	\$145.00	\$155.00	\$165.00	\$175.00	\$186.00	\$197.00	\$209.00	\$221.00	\$234.00
ROOMS AVAILABLE	115 41975	41975	41975	41975	41975	41975	41975	41975	41975	41975
ROOMS SOLD	25185	27284	29383	29383	29383	29383	29383	29383	29383	29383
REVENUE: (\$000's)										
Guest Rooms	3400	3956	4554	4848	5142	5465	5788	6141	6494	6876
Conference Services	710	820	940	1008	1070	1137	1204	1277	1351	1430
Food & Beverage	2300	2670	3070	3277	3476	3694	3913	4151	4390	4648
Telephone	115	125	135	145	155	165	175	185	195	205
Other	230	240	250	260	270	280	290	300	310	320
TOTAL REVENUE	6755	7811	8949	9539	10112	10741	11370	12055	12739	13478
DEPARTMENTAL EXPENSES										
Rooms	816	870	1002	1067	1131	1202	1273	1351	1429	1513
Conference Services	320	369	423	454	481	512	542	575	608	644
Food & Beverage	1955	2270	2610	2786	2955	3140	3326	3529	3731	3951
Telephone	115	125	135	145	155	165	175	185	195	205
Other	200	210	220	230	240	250	260	270	280	290
TOTAL DEPARTMENTAL EXPENSES	3405	3844	4389	4681	4962	5269	5576	5909	6243	6602
GROSS OPERATING PROFIT	3349	3967	4560	4858	5150	5472	5794	6145	6496	6877
	49.6%	50.8%	51.0%	50.9%	50.9%	50.9%	51.0%	51.0%	51.0%	51.0%
UNDISTRIBUTED EXPENSES:										
Admin. & general	540	586	671	715	758	806	853	904	955	1011
Management Fee	203	234	268	286	303	322	341	362	382	404
Marketing	405	469	537	572	607	644	682	723	764	809
Energy Costs	473	508	582	620	657	698	739	784	828	876
Repairs & Maintenance	338	391	447	477	506	537	569	603	637	674
TOTAL UNDISTRIBUTED EXPENSES	1959	2187	2506	2671	2831	3008	3184	3375	3567	3774
INCOME BEFORE FIXED CHARGES	1391	1780	2054	2187	2319	2465	2610	2770	2929	3103
	20.6%	22.8%	23.0%	22.9%	22.9%	22.9%	23.0%	23.0%	23.0%	23.0%
OVERHEADS:										
Real Estate Taxes	130	140	150	160	170	180	190	200	210	220
Insurance	50	53	56	59	62	65	68	71	74	77
Reserve For Replacement	135	156	179	191	202	215	227	241	255	270
	315	349	385	410	434	460	485	512	539	567
Gross Operating Profit	1075	1431	1669	1777	1885	2005	2125	2258	2391	2536
	15.9%	18.3%	18.7%	18.6%	18.6%	18.7%	18.7%	18.7%	18.8%	18.8%

REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE¹

A. REDEVELOPER AND LAND

1. a. Name of Redeveloper: To be determined.
- b. Address and ZIP Code of Redeveloper:
- c. IRS Number of Redeveloper:
2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to the purchase or lease of land from

Boston Redevelopment Authority

(Name of Local Public Agency)

in Downtown Waterfront - Faneuil Hall Urban Renewal Area

(Name of Urban Renewal or Redevelopment Project Area)

in the City of Boston, State of Massachusetts,
is described as follows²

U.S. Custom House, State Street

3. If the Redeveloper is not an individual doing business under his own name, the Redeveloper has the status indicated below and is organized or operating under the laws of _____

- ☐ A corporation.
- ☐ A nonprofit or charitable institution or corporation.
- ☐ A partnership known as _____
- ☐ A business association or a joint venture known as _____
- ☐ A Federal, State, or local government or instrumentality thereof.
- ☐ Other (explain) _____

4. If the Redeveloper is not an individual or a government agency or instrumentality, give date of organization _____
5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal members, shareholders, and investors of the Redeveloper, other than a government agency or instrumentality, are set forth as follows:

¹If space on this form is inadequate for any requested information, it should be furnished on an attached page which is referred to under the appropriate numbered item on the form.

²Any convenient means of identifying the land (such as block and lot numbers or street boundaries) is sufficient. A description by metes and bounds or other technical description is acceptable, but not required.

- a. If the Redeveloper is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock¹
- b. If the Redeveloper is a nonprofit or charitable institution or corporation, the members who constitute the board of trustees or board of directors or similar governing body.
- c. If the Redeveloper is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
- d. If the Redeveloper is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
- e. If the Redeveloper is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

NAME, ADDRESS, AND ZIP CODE

POSITION TITLE (if any) AND PERCENT OF INTEREST OR
DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

6. Name, address, and nature and extent of interest of each person or entity (not named in response to Item 5) who has a beneficial interest in any of the shareholders or investors named in response to Item 5 which gives such person or entity more than a computed 10% interest in the Redeveloper (for example, more than 20% of the stock in a corporation which holds 50% of the stock of the Redeveloper, or more than 50% of the stock in a corporation which holds 20% of the stock of the Redeveloper);

NAME, ADDRESS, AND ZIP CODE

DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

7. Names (if not given above) of officers and directors or trustees of any corporation or firm listed under Item 5 or Item 6 above:

B. RESIDENTIAL REDEVELOPMENT OR REHABILITATION

(The Redeveloper is to furnish the following information, but only if land is to be redeveloped or rehabilitated in whole or in part for residential purposes.)

¹ If a corporation is required to file periodic reports with the Federal Securities and Exchange Commission under Section 13 of the Securities Exchange Act of 1934, so state under this Item 5. In such case, the information referred to in this Item 5 and in Items 6 and 7 is not required to be furnished.

1. State the Redeveloper's estimates, exclusive of payment for the land, for:

- a. Total cost of any residential redevelopment. \$
- b. Cost per dwelling unit of any residential redevelopment. \$
- c. Total cost of any residential rehabilitation \$
- d. Cost per dwelling unit of any residential rehabilitation \$

2. a. State the Redeveloper's estimate of the average monthly rental (if to be rented) or average sale price (if to be sold) for each type and size of dwelling unit involved in such redevelopment or rehabilitation:

<u>TYPE AND SIZE OF DWELLING UNIT</u>	<u>ESTIMATED AVERAGE MONTHLY RENTAL</u>	<u>ESTIMATED AVERAGE SALE PRICE</u>
	\$	\$

b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals:

c. State equipment, such as refrigerators, washing machines, air conditioners, if any, included in the foregoing estimates of sales prices:

CERTIFICATION

I (We)¹ _____

certify that this Redeveloper's Statement for Public Disclosure is true and correct to the best of my (our) knowledge and belief.²

Dated: _____

Dated: _____

Signature

Signature

Title

Title

Address and ZIP Code

Address and ZIP Code

¹ If the Redeveloper is an individual, this statement should be signed by such individual; if a partnership, by one of the partners; if a corporation or other entity, by one of its chief officers having knowledge of the facts required by this statement.

² Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, known to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.

PART II

HUD-6004
(7-69)

REDEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY

(For Confidential Official Use of the Local Public Agency and the Department of Housing and Urban Development. Do Not Transmit to HUD Unless Requested or Item 8b is Answered "Yes.")

1. a. Name of Redeveloper: To be determined.

b. Address and ZIP Code of Redeveloper:

2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

Boston Redevelopment Authority

(Name of Local Public Agency)

in Downtown Waterfront - Faneuil Hall Urban Renewal Plan

(Name of Urban Renewal or Redevelopment Project Area)

in the City of Boston, State of Massachusetts

is described as follows:

U.S. Custom House, State Street

3. Is the Redeveloper a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms? ☐ YES ☐ NO

If Yes, list each such corporation or firm by name and address, specify its relationship to the Redeveloper, and identify the officers and directors or trustees common to the Redeveloper and such other corporation or firm.

4. a. The financial condition of the Redeveloper, as of _____, 19____, is as reflected in the attached financial statement.

(NOTE: Attach to this statement a certified financial statement showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six months, also attach an interim balance sheet not more than 60 days old.)

b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based:

5. If funds for the development of the land are to be obtained from sources other than the Redeveloper's own funds, a statement of the Redeveloper's plan for financing the acquisition and development of the land:

6. Sources and amount of cash available to Redeveloper to meet equity requirements of the proposed undertaking:

a. In banks:

NAME, ADDRESS, AND ZIP CODE OF BANK

AMOUNT
\$

b. By loans from affiliated or associated corporations or firms:

NAME, ADDRESS, AND ZIP CODE OF SOURCE

AMOUNT
\$

c. By sale of readily salable assets:

DESCRIPTION

MARKET VALUE
\$

MORTGAGES OR LIENS
\$

7. Names and addresses of bank references:

8. a. Has the Redeveloper or (if any) the parent corporation, or any subsidiary or affiliated corporation of the Redeveloper or said parent corporation, or any of the Redeveloper's officers or principal members, shareholders or investors, or other interested parties (as listed in the responses to Items 5, 6, and 7 of the Redeveloper's Statement for Public Disclosure and referred to herein as "principals of the Redeveloper") been adjudged bankrupt, either voluntary or involuntary, within the past 10 years? ☐ YES ☐ NO

If Yes, give date, place, and under what name.

b. Has the Redeveloper or anyone referred to above as "principals of the Redeveloper" been indicted for, or convicted of any felony within the past 10 years? ☐ YES ☐ NO

If Yes, give for each case (1) date, (2) charge, (3) place, (4) Court, and (5) action taken. Attach any explanation deemed necessary.

9. a. Undertakings, comparable to the proposed redevelopment work, which have been completed by the Redeveloper or any of the principals of the Redeveloper, including identification and brief description of each project and date of completion:

b. If the Redeveloper or any of the principals of the Redeveloper has ever been an employee, in a supervisor capacity, for construction contractor or builder on undertakings comparable to the proposed redevelopment work, name of such employee, name and address of employer, title of position, and brief description of work:

10. Other federally aided urban renewal projects under Title I of the Housing Act of 1949, as amended, in which the Redeveloper or any of the principals of the Redeveloper is or has been the redeveloper, or a stockholder, officer, director or trustee, or partner of such a redeveloper:

11. If the Redeveloper or a parent corporation, a subsidiary, an affiliate, or a principal of the Redeveloper is to participate in the development of the land as a construction contractor or builder:

a. Name and address of such contractor or builder:

b. Has such contractor or builder within the last 10 years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract? ☐ YES ☐ NO
If Yes, explain:

c. Total amount of construction or development work performed by such contractor or builder during the last three years: \$ _____.

General description of such work:

d. Construction contracts or developments now being performed by such contractor or builder:

<u>IDENTIFICATION OF CONTRACT OR DEVELOPMENT</u>	<u>LOCATION</u>	<u>AMOUNT</u> \$	<u>DATE TO BE COMPLETED</u>
--	-----------------	---------------------	---------------------------------

Development Team

**Past Experience
of Team**

Most of the team members have been intimately involved for several years with prior efforts to rehabilitate the Custom House. As the result of this involvement, these team members are familiar with the physical characteristics and constraints of the building, and the manner with which those elements must be approached to satisfy the public policy, preservation and use requirements contained in the RFP. The team members have worked closely and harmoniously with the various agencies, state and local, from which approvals must be obtained. This working relationship will be maintained and the team's knowledge will allow it to move expeditiously forward with the project.

With the addition of Sage Hotel Corporation and Irving Salsberg and Associates, the team is strengthened by their knowledge of the development and operation of hotels and conference centers. Sage Hotel Corporation was founded in Boston in 1959 and since that time has been involved in all aspects of hotel development, ownership, construction, financing, and management. From an initial facility next to Fenway Park in Boston, Sage has expanded its base to include over 20 properties throughout New England and Canada. Irving Salsberg and Associates is a Boston-based architectural firm with extensive experience in this area and elsewhere. It has worked closely with Sage Hotel Corporation on many projects.

The Developers**Sage Hotel
Corporation**

Sage, a successful entrepreneur and hotelier, is the largest Howard Johnson franchise owner in New England, following the 1975 conversion of his five independent hotels--the former Fenway Motor Hotels.

In many respects Sage is the quintessential hotelier. Beginning in 1959 with a little seed money and a modest plot of family-owned land in Boston's Back Bay section, Bob Sage built and operated five hotels in Massachusetts and Maine. He operated them as highly successful independent hotels until 1975, when he converted them to Howard Johnson properties. All of Sage's business interests have been in the hospitality industry, beginning with hotels and expanding into restaurants. He owned New England's first Japanese Steak House--the Bisuteki--in 1970.

Robert Sage, M.A., Founder and Chairman. Industry veteran Robert Sage has 30 years of experience in development, franchising, marketing and operational areas of the hospitality industry. Mr. Sage owns and operates the largest number of Howard Johnson properties in New England and Canada. A recipient of the Hotel of the Year Award (accepted on behalf of Sage) and Man of the Year Award for Outstanding Citizenship, Mr. Sage is actively involved in several community and charitable organizations.

Received B.A. (1949) and M.A. (1974) degrees from Colby College, Waterville, Maine.

Manager, Phillips Drug Company, Boston, 1949.

Treasurer, Coronet Sales Mail Order, Boston, 1950-1959.

Founder and President, Sage Hotel Corporation, Boston 1959-present. Responsible for the construction, planning, purchase, management and operation of all Sage Hotel Corporation properties.

Professional organizations have included:

- President, New England Hotel Sales Management Associations (1965)
- President, Massachusetts Hotel-Motel Associations (1968-70, 1982-83)
- President, Greater Boston Hotel-Motel Inn Association (1970-72)
- President, New England Inn Keepers Association (1977-78)
- Director, American Hotel & Motel Association (1975-77)
- Founder and Vice-Chairman, Greater Boston Convention and Tourist Bureau (1974-present)

Community and charitable organizations have included:

- President, Massachusetts Women's Hospital/Parker Hill Medical Center
(1969-74)
- President, Colby College National Alumni Associations
(1972-74)
- Trustee, Colby College
(1974-present)
- Treasurer, Hebrew Rehabilitation Center
(1978-present)
- Trustee, Harvard Community Health Plan
(1979-82)
- Trustee, Beth Israel Hospital
(1979-present)

Mitchell B. Muroff, Executive Vice President & General Counsel. A graduate of the American University and the New England School of Law, Mitchell Muroff, an attorney, is involved in all aspects of the company's growth and development plans. Prior to joining Sage Hotel Corporation five years ago, Mr. Muroff was in the private practice of law. He now heads up the development department and acts as General Counsel.

Mr. Muroff is admitted to practice law in both Massachusetts and New York, and is a member of the American, Massachusetts, New York and Boston Bar Associations. Additionally, he is a member of the Greater Boston Hotel-Motel Association and the Massachusetts Hotel Association. A resident of Newton, Massachusetts, he is married and has three children.

James B. White

James B. White has practiced law in Boston since 1965, first becoming a partner in Goulston & Storrs, and then in Palmer & Dodge, which he joined to help the firm establish a real estate practice. During his legal career Mr. White has worked on major real estate projects throughout the United States. In Boston, he has represented private-sector interests on projects such as Harbor Towers, Lafayette Place, and Post Office Square Park/Garage. He has represented public-sector interests of the City of Boston and the Boston Redevelopment Authority on projects such as Rowes Wharf, Marketplace Center and International Place. As an investor and principal, Mr. White has been involved in various real estate transactions in Massachusetts.

Mr. White is a member of both the Massachusetts and Boston Bar Associations. He has served as chairman of the Wayland, Massachusetts Planning Board. A native of Haverhill, Massachusetts, he graduated from Tufts University (1962), Columbia University Law School (1965), and The John Fitzgerald School of Government Harvard University (1988).

Public Use Entity**Society for the
Preservation of New
England Antiquities**

The Society for the Preservation of New England Antiquities (SPNEA) was founded in 1910 to collect, preserve and interpret the architecture, decorative arts and primary resources relating to the cultural history of New England. The country's largest regional preservation organization, today SPNEA serves as a major resource for understanding the history of the daily lives of New Englanders over the past three centuries.

SPNEA owns 43 historic houses, ranging in period and style from the Boardman House, a 17th-century saltbox in Saugus, Massachusetts, to the Walter Gropius House in Lincoln, Massachusetts, home of the Bauhaus architect and a pivotal design in 20th-century architecture. The diverse properties include working farms and high-style urban houses; riverfront homes of 18th-century merchants and country seats of 19th-century gentlemen. In addition, SPNEA maintains the most comprehensive and best documented collection of New England decorative arts and household artifacts in the country, half of which are exhibited in 23 house museums and the other half are held in study collections. From humble to elegant they survey 300 years of evolving taste and technology. Composed of over

100,000 objects owned or made in New England from the 17th through the 20th centuries, the collections are especially strong in the areas of furniture, textiles, wallpaper, ceramics, glass, architectural elements and metal and wooden artifacts. The SPNEA Archives is an equally important collection, with nearly 1,000,000 visual documents, representing one of the nation's largest collections of historic photographs, negatives, architectural drawings, manuscripts and specialized holdings focusing on New England's rich cultural identity.

SPNEA collections are distinguished from those of other institutions by their extensive historic documentation. In many cases, properties come to SPNEA complete with buildings, furnishings and archival materials. Because of this, a tremendous amount of information about makers, owners and changing use over time is known about the SPNEA collections. The Codman House, in Lincoln, Massachusetts, an 18th-century country seat occupied by four generations of one family, is the prime example of an SPNEA, property existing as an integrated cultural document. This linking of the artifacts and documentation in the SPNEA collections provides an exceptional resource for an accurate understanding of New England's cultural history; how people lived and what they did with their lives.

SPNEA has a staff of 54 full-time and 37 part-time professionals. Of the 43 historic houses, 23 are furnished and opened to the public seasonally; the remainder are maintained primarily for their architectural significance and are open by appointment.

In 1973, SPNEA established a Conservation Center to provide architectural conservation services for the region. As the field of historic preservation grew, the Conservation Center expanded the range of its services to museums, architectural firms, public agencies, non-profit groups and homeowners throughout the United States.

SPNEA's conservation philosophy recognized the importance of preserving a building as an architectural-historical continuum. It is a philosophy that encourages the preservation of a broad range of architectural materials rather than radically restoring a building to a specific time period. This approach has been influential in the development of a national policy for building conservation.

The SPNEA Conservation Center's architectural conservators and preservation consultants continue to develop innovative methods that combine state-of-the-art materials with expert craftsmanship to consolidate, repair or replicate architectural elements.

In addition, SPNEA has organized major exhibitions in cooperation with other institutions such as the DeCordova Museum in Lincoln, Massachusetts, and the Currie Art Gallery in Manchester, N.H. In 1986, with matching funds generated by a \$750,000 NEH Challenge Grant, SPNEA established a department of education and interpretation. The education staff now provides a highly successful program for Boston public middle school students, "The Other Bostonians." The program incorporates classroom sessions with a half-day visit to SPNEA's Harrison Gray Otis House. Through role-playing, hands-on workshops and neighborhood walking tours, the students study the lives of wealthy and working-class Bostonians in an urban neighborhood, 1789-1820.

SPNEA's public outreach includes over 100 programs and events each year for adult audiences, including symposia, workshops, open houses, lectures, demonstrations and performances as well as craft festivals and school programs. SPNEA has developed programs for school children at three of its historic properties and has worked in collaboration with other museums to help them in developing programs. Through these events and tours at the properties SPNEA reaches a regional audience of over 120,000 annually.

Counsel

Lawrence S. DiCara

A partner in Peabody & Brown, Lawrence S. DiCara specializes in real estate and administrative law. He is a member of the American, Massachusetts and Boston Bar Associations.

From 1972 through 1981, Mr. DiCara served as a member of the Boston City Council. When first elected at the age of 22, he was the youngest person ever elected to city-wide office in the City of Boston. When chosen by his colleagues as President of the Council in 1978, he was the youngest person ever so designated. For four of his ten years on the Council, he chaired the Committee on Planning and Development.

Long active in civic and charitable endeavors, Mr. DiCara serves as an Overseer of the New England Medical Center, a director of The Harvard Cooperative Society, Rogerson House, and The Robert F. Kennedy Action Corps. His presidencies have included The Greater Boston Council, Boy Scouts of America and of The Boston Theater District Association.

Mr. DiCara is a lifelong resident of the City of Boston, attended Boston Public Schools and graduated as President of his class at Boston Latin School. In 1971 he graduated cum laude from Harvard College. He also has degrees from Suffolk Law School and The John Fitzgerald Kennedy School of Government, Harvard University.

The Architectural Team

Dean Tucker Shaw,
Inc.

Dean Tucker Shaw, Inc. is a 45 person Boston architectural firm which has earned a reputation for design excellence and technical innovation in restoration and reuse as well as in new construction. The scope of the projects undertaken by the firm is wide, encompassing substantial hospital and other medical/technical work, space planning and interior design for important institutional clients. Dean Tucker Shaw is currently responsible for the exterior rehabilitation of the Old Suffolk County Courthouse--a \$6 million restoration and waterproofing project for the State of Massachusetts on Pemberton Square, Boston. The project is similar to the Custom House, though larger in its scope and size.

Through its subsidiary, Construction Contract Consultants, Dean Tucker Shaw has provided technical consulting and construction specifications for major public projects, including the restoration of Ellis Island, the Bunker Hill Monument and the Springfield Armory.

Members of Dean Tucker Shaw who will have direct managerial and design responsibility for the Custom House are:

Stephen Tucker: Mr. Tucker is a Principal of Dean Tucker Shaw as well as of Construction Contract Consultants which he founded in 1977. He has long been active in the technical side of building

renovation and conservation and the experience he possesses in building materials and restoration techniques will be invaluable in addressing the conservation and redevelopment of the Custom House. Mr. Tucker will be Project Manager for the entire architectural team and responsible for coordination of all designers and engineering consultants at both firms.

Mr. Tucker's experience also includes responsibility for the design of significant projects within historic structures including restoration of the Senate Lobby at the Massachusetts State House in the Bullfinch portion of that building. His design work has received national awards and has been cited by the Boston Society of Architects for excellence.

Mr. Tucker is a graduate of Harvard College (1963) and the Harvard Graduate School of Design.

Andrew Dean: A Principal of Dean Tucker Shaw, Andrew Dean's background includes responsibility for major planning efforts such as for the National Cemetery at Bourne, Massachusetts, where he managed a five firm joint venture responsible for the work. Mr. Dean has also designed important historic restoration/re-use projects including portions of Market Mills at the National Historic Park in Lowell, and renovations and historic restorations to the Old South Meeting House. He was also in charge of the renovation and reuse design for the historic Hildredith Building, also in Lowell. Mr. Dean is responsible for the interior design for many of Boston's leading legal and financial firms and has received national design awards for his work. He will serve as Principal-in-Charge for Dean Tucker Shaw's planning and design work on the inside of the Custom House.

Mr. Dean is a native of Boston and a graduate of Brown University (1962) and the Harvard Graduate School of Design. He is an active member of the National Trust for Historic Preservation.

Elinore Charlton: Elinore Charlton is Director of Technical Services at Dean Tucker Shaw. In addition to being a Certified Construction Specifier and President of the Boston Chapter of the Construction Specifications Institute, she has an excellent background in existing conditions surveys and historic restoration work. Ms. Charlton wrote the building conditions survey, the historical inventory and the program for preservation and restoration for renovations to the Boston Public Library (McKim Mead & White), as well as leading the restoration team for work at the National Park Service's Springfield Armory National Historic Site and at the Bunker Hill Monument and Lodge. She has written extensively on technical topics. Ms. Charlton will be in charge of preparation of technical documents and restoration contract administration on the Custom House. A graduate of Wellesley College, Ms. Charlton received her Master of Architecture from the Harvard School of Design.

Recognizing the importance of the Custom House project, Dean Tucker Shaw invited the nationally recognized historic preservation/reuse firm of Beyer Blinder Belle to join them on the architectural/planning team. Mr. Tucker has worked with Beyer Blinder Belle on the Ellis Island restoration.

In this joint venture, Dean Tucker Shaw will provide the overall management services, interior space planning, building systems planning and construction administration for the Custom House while Beyer Blinder Belle will concentrate on the urban design and historic restoration of the exterior and the landmark spaces.

Beyer Blinder Belle

Since its founding in 1968, Beyer Blinder Belle has been recognized for excellence in the design of new buildings, the preservation and restoration of existing buildings and the planning of major mixed-use developments.

The staff of Beyer Blinder Belle is made up of approximately 140 skilled architects, planners, and historic preservationists. In recent years, the firm has restored many important national monuments, perhaps the most famous of which is the Main Building at Ellis Island which is part of the Statue of Liberty Ellis Island National Park. Soon to reopen in restored splendor, this most significant American monument will incorporate a national museum of immigration with exhibits, theaters and computerized genealogy center.

The firm has the oldest and largest department of historic preservationists in the country. Some of the projects it has directed include:

The South Street Seaport Museum Block involves architectural services for the restoration of 13 historic buildings and infill design for the New Bogardus Building. Mixed use of the Museum Block includes exhibit space, administrative offices for the Museum, retail and commercial office space and restaurants. Since its opening in 1982, this project has received 8 design awards.

The Ellis Island Main Building, consisting of 220,000 square feet, is one of the most historically significant buildings in America. It is being restored and renovated for use as a national museum of immigration, complete with exhibits, theaters, and a computerized genealogy center.

The Denver Center for Performing Arts involves architectural services for the restoration and rehabilitation of two auditoriums, galleries, parking garages and adjacent public spaces and the design of a central galleria.

The Delaware Aquaduct, involves restoration of an historic aquaduct originally designed by John Roebling, for current use as a vehicular bridge in the Upper Delaware River National Park.

Senior staff members of Beyer Blinder Belle who will take part in the Custom House project are:

John Belle: A Partner in the firm and a nationally recognized leader in urban design and historic preservation, John Belle will be the Principal-in-Charge for Beyer Blinder Belle and, as such, will be directly responsible for the urban design and preservation/restoration of the Custom House.

Mr. Belle is a Fellow of the American Institute of Architects and the past Chairman of the Graduate Department of Urban Design and the School of Architecture at Pratt Institute. He is Vice President of the Board of the New York Landmarks Conservancy and the Partner for the Ellis Island project. He is Past President of the New York Chapter of the AIA and was Chairman of the

AIA's National Committee on Urban Design and Planning from 1982 to 1984.

James Marston Fitch: Principal and Director of Historic Preservation at Beyer Blinder Belle, Dr. Fitch is the leading national authority in the field of historic preservation. He establishes Beyer Blinder Belle's approach to historic preservation, and is responsible for all aspects of historic preservation, restoration and district planning. He will be responsible for the overall direction of the conservation work for the project.

He is the author of *American Building: The Historical and Environmental Forces that Shape It* as well as *Historic Preservation: Curatorial Management of the Built World*. Dr. Fitch founded the Graduate Programs in Historic Preservation at Columbia University and at the University of Pennsylvania.

John Stubbs: Mr. Stubbs is an Associate and Senior Preservationist at Beyer Blinder Belle. A former Historical Architect with the U. S. Department of the Interior and Assistant Professor at Louisiana State University, Columbia University and the University of Pennsylvania, John Stubbs has written over twenty professional papers on historic preservation. He will direct the Custom House redevelopment, in particular the conservation of the exterior and the landmarked interior portions of the building.

Page Ayres: Ms. Ayres will function as the Project Manager for Beyer Blinder Belle's historic restoration and technical work on the Custom House. She is a registered architect, a member of AIA, the RIBA and is currently working on restoration of the NYC Yacht Club in New York City.

Irving Salsberg & Associates

Formed in 1967, Irving Salsberg & Associates, Inc. is an outgrowth of a seventeen year partnership between Irving Salsberg and Ralph LeBlanc begun in 1950. In the years since its formation, Irving Salsberg & Associates, Inc. has designed over 400 projects ranging in scope from residence additions to high rise commercial projects. The firm has completed numerous hotels, both for the Sage Hotel Company and others, and the following is a representative list of those projects.

Hotel & Conference Center (Preliminary Design)
Portland, Maine

Hotel Expansion & Conference Center (Preliminary Design)
Lynnfield, Massachusetts

Resort Hotel & Conference Center (Preliminary Design)
St. Croiz, U.S. Virgin Islands

Back Bay Hilton (Original Building & Renovations)
Boston, Massachusetts

The Colonnade Hotel (Original Building & Renovations)
Boston, Massachusetts

Howard Johnson Hotel (Original Building, One Expansion &
Renovation)
Cambridge, Massachusetts

Chestnut Hill Motor Hotel (Interior Renovation)
Newton, Massachusetts

Howard Johnson Hotel (Original Building & Two Expansions)
Boston (Kenmore Square), Massachusetts

Logan Airport Hotel (Three Expansions)
Boston, Massachusetts

Howard Johnson Motor Inn (Original Building & Two
Expansions)
Boston (Fenway), Massachusetts

The Contractor

George B. H.
Macomber
Company

In 1904, George B. H. Macomber, formerly Vice President and General Manager of the George A. Fuller Company, organized the George B. H. Macomber Company. He built his organization based on three Master Builder principles: build to specifications, to budget and to schedule. Three generations of Macomers have continued these traditions; their personal beliefs and philosophies have engendered the corporate values under which the George B. H. Macomber Company operates today.

The George B. H. Macomber Company's first contract, the Post Office Square Building at 79 Milk Street, was one of the first structural steel buildings in the United States. This Boston landmark was revolutionary in design and size. Today, Macomber structures are an integral part of the New England landscape. Over the years, Macomber has put in place new construction totaling more than 120 million square feet. In addition, the Company has renovated and restored numerous buildings to extend their usefulness and value. The most widely recognized of these renovations is Boston's Faneuil Hall Marketplace.

The clients for which Macomber has built renovated facilities include some of the most recognized institutions and companies in New England. The Company has worked with many leading architectural firms. Project experience includes hospitals, research and medical labs, high rise construction, suburban office parks, educational facilities, elderly and multi-unit house, hotels and luxury condominiums, and industrial facilities. Many of these have received national awards and recognition.

In 1929, the Company began doing construction consulting work and performing duties which are known today by the term "Construction Management". These services have been refined and improved so that today the Macomber Company is able to provide clients with the advice and counsel of skilled construction professional staff includes not only construction personnel but also engineering personnel, whose function is to work with and coordinate the efforts of the mechanical/electrical engineering designers and subcontractors and to assist in value engineering analysis. This "full service" capability is now central to Macomber's work, the majority of which is done under the Construction Management/Negotiated Contract basis.

Since its founding, Macomber has established an outstanding reputation for integrity, quality, workmanship, performance, ingenuity, fairness and dedication. As a result, the Company has shared in the growth of its clients and of New England generally; and is considered on of the premier Builders/Construction Managers in New England. Today, Macomber is one of the leading contractors in New England, doing approximately \$90,000,000. worth of work per year, and still adhering to the three master building principles upon which the Company was founded.

The George B. H. Macomber Company has extensive experience in renovation and restoration of buildings. Macomber is familiar with dealing with hidden conditions found during restoration, fitting modern mechanical systems into old frameworks, and finding cost-effective ways to maintain and restore facades and specialty finishes. Many of the projects identified below required innovative design and construction solutions to adapt existing space for an entirely new use. Macomber's experience with renovation projects and a broad range of tenant fit-out work is of significant benefit to completing projects on time, to specification and within budget. The renovation projects include Faneuil Hall Marketplace, 420 Boylston Street (The Berkeley Building), 183 Essex Street (Lincoln Plaza), Buildings 33 & 34, Charlestown Navy Yard (Navy Yard Plaza), 133 Portland Street, 251 Causeway Street, and 90 Canal Street.

Preservation, Urban Design and Redevelopment

History of the Building

Few buildings in Boston stand more central than the Custom House to the City's history as a major port and its historic influence as a seminal architectural center in 19th and early 20th century America. Erected between 1837 and 1847, when Boston was one of the nation's five major ports, this Greek revival building was designed by Ammi Burnham Young, who would later become the U.S. Treasury Department's first Supervising Architect. The original building, exemplary of Boston's "Granite Age" of 1820 to 1860, received a phenomenal tower addition in 1912-15, designed by Peabody and Stearns, the leading architectural firm in Boston - and one of the most prolific and important firms in America -- in the decades surrounding the turn of the century. The Classical Revival tower addition, built by the Norcross Brothers, stood as the first skyscraper in Boston and enabled Young's building to maintain its function as an active custom house and to remain a viable landmark on the harbor up to the present day.

The plan and siting of the Custom House, the second in the city, is inextricably meshed with early 19th century urban planning efforts in "Town Cove", where Long Wharf was erected in 1710. In 1805, the plans of the Broad Street Associates -- led by Uriah Cotting with Charles Bulfinch as planner -- began to alter this area with landfill, creating new wharves and planned street patterns. In the ensuing years India Street was built, branching off from the waterside terminus of State Street and following the new harbor line down to South Battery and the newly built India Wharf. A few years later Broad Street was built, parallel to India Street and inland. Smaller cross streets linked these two major thoroughfares, the principal of which was Custom House Street where Boston's first Custom House of 1810, designed by Uriah Cotting, was conveniently located at about mid-point between the new India Wharf to the south and Long Wharf to the north.

Maritime activities continued to increase in this area and by 1819, Central Wharf, parallel to and almost as long as Long Wharf, was completed. By 1835, Uriah Cotting's building had become inadequate for the port of Boston which collected one-fifth of the country's custom revenues at that time. When the 23rd Congress authorized a replacement Custom House for Boston, a new site, more centrally located at the terminus of State Street and the

head of the sliver of water between Central and Long Wharves, was purchased by the Federal Government for \$180,000.

*...the most expensive
Federal building ever
built at that time*

A competition for the design of the new Custom House was held and drew many entries from such notable architects as Alexander Parris and Richard Upjohn. The committee chose the design of Ammi Burnham Young (1798-1874), an architect who had designed the then recently completed Vermont State House in Montpelier (1833-36). Construction on the new Custom House commenced in 1837. After ten years and a cost of over one million dollars, the building -- the most expensive federal building ever built at that time -- stood complete.

The design, style, and materials, as well as the construction of the Custom House make it highly significant in the architectural and urban history of Boston and America. The Greek Revival, the latter phase of the Neoclassic aesthetic that engulfed the early 19th century in America, was thought to be the best expression of the high civic ideals of the Federal era. Young's design combined classical motifs from both Greek and Roman sources with the American's penchant for practicality and new technology. The building is rectangular in plan and raised on a high basement. Inspired by ancient Greek sources and repeated here with robust accuracy is the colonnade of colossal engaged Doric columns running the two-story height of building, the archaeologically correct entablature and, on the long east and west elevations, the projecting Greek temple-front porticoes with six colossal columns supporting a triangular pediment. The crossing of the long north-south axis and the short east-west axis is surmounted by a hemispherical dome, reminiscent of ancient Rome, supported by an octagonal drum on the exterior and resting on a ring of twelve colossal Corinthian columns on the interior rotunda. From a more practical -- and anti-classical -- mode of thinking were the insertion of windows into the stylobate in order to allow light into the full-story basement.

*..."severe granite
grandeur"*

In Boston, the Greek Revival was distinguished by a monumental and "severe granite grandeur" characterized by monolithic stone construction. Rather than employing ashlar construction in which blocks of granite are laid up in courses to create an architectural motif -- such as a column or a post-and lintel

doorway -- single massive pieces of granite were used. The Custom House, one of the finest examples of Greek Revival architecture in Boston, is exemplary of this mode of construction. The granite pieces for the 22 monolithic columns of the Custom House, weighing in at 42 tons each, were hoisted from the Pine Hill Quarry in Quincy by new machines invented especially for the construction of the building by architect Solomon H. Willard (1788-1862). Said to have been dragged to the site by "no fewer than twelve teams of horses and sixty-five yokes of oxen," they are reputedly "the largest single pieces of granite ever quarried in this country to be fashioned into one-piece columns."

Young's monumental Custom House contained 719,206 cubic feet of space, but within four decades this, too, had become inadequate for Boston's burgeoning customs activities. As early as 1887, plans to expand the building were deemed impractical and various sites were considered for yet another custom house. No action was taken until 1908 when the Merchant's Association and the Chamber of Commerce formed a joint committee to study the problem. The committee's recommendation reiterated the need to construct an entirely new building, but this idea was soon thwarted by the low budget allocated to the project by the U.S. Treasury Department. The Assistant Secretary of the Treasury suggested that the Commission look into the example of New York City, where in 1907, McKim Mead and White had remodeled and doubled the height of the New York Custom House (originally the Merchant's Exchange by Isaiah Rogers, 1836-42) to be used as the National City Bank's headquarters. One committee member was Robert Swain Peabody (1845-1917), principal designer in the firm of Peabody and Stearns, a civic-minded architect active in city affairs and author of several publications on municipal improvements including *A Holiday Study of Cities and Ports of 1908*. Peabody, who had long been fascinated with the towers of Europe, influenced the committee's final decision to construct a tower over the original building by producing the design ultimately selected for the project.

*Boston's first
skyscraper*

Construction on the tower began in 1912 and was completed in 1915. The 495 foot addition literally towered over Boston's low skyline, for the local zoning ordinance at the time restricted the height of buildings to 125 feet. The Custom House, as a federally owned property, was exempt from this restriction and became Boston's first skyscraper.

Although Peabody and Stearns' Classical Revival style differed from Ammi B. Young's archaeologically correct Greek Revival style, the classicism of the tower addition was sympathetic to the original building. A heavy base with pier openings at the bottom of the tower repeats the colonnaded opening of Young's building, making a smooth transition to the twelve stories of rectangular window openings which articulate the main mass of the tower. Above this is a section with pairs of ionic columns and openings, again referring to the columns and openings of the base and the original building. At the next level, where an observation deck is located, the tower narrows and features rich classical ornamentation, a clock face, reputedly the largest clock in the United States at that time, and crowning the whole, an elegant pyramidal roof.

The actual building and construction of the tower addition was as distinguished in its own time as was the granite construction of the original building in its time. This was due to the building expertise of the Norcross Brothers who had achieved their fame by playing a major role in the creation of H.H. Richardson's monumental lithic structures. The construction of the tower necessitated making alterations to the original building. Some of the twelve corinthian columns on the interior rotunda were removed to accommodate new trusses around the dome which distributed the weight of the eight steel columns of the tower. The formidable corinthian columns were later reassembled in Franklin Park as a monumental gateway at the Seaver Street entrance.

*...the two partners
(Peabody and
Stearns) died within
a week of one
another*

The Custom House Tower, completed in 1915, was the last major work of Peabody and Stearns whose practice ended when the two partners died within a week of one another in 1917. As the firm's best known work in Boston and resting on one of Boston's finest early 19th century buildings, the tower stands as a monument to the exciting architectural climate of Boston in the 19th and 20th century.

The tower also pays homage to the rich maritime history of Boston by its position on the harbor and by respectfully calling attention to the early 19th century position of Ammi Burnham Young's original building -- featured in a spot of land at the foot of State Street and at the head of Boston's two largest wharves, beckoning to both city and sea.

Treatment of Historic Areas

Exterior

Consistent with BRA Guidelines, no exterior or structural changes shall be made other than those in accordance with the Secretary of the Interior's "Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings." Therefore, public as well as private improvements will restore, reflect and respect as close as possible the original building and the Peabody and Stearns design of 1915.

Interior Landmark Spaces

It is expected that the sensitive restoration of the interior of the first four stories of the Custom House to become a Museum and Conference Center will carry beyond the monumental interior rotunda specifically designated as a landmark. For instance, the two-story Commissioner's Office and several other spaces located adjacent to the rotunda will be rehabilitated with regard to surviving historic architectural detailing such as moldings, wainscots, ornamental ceilings, marble floors, railings and window treatment.

The new use of the Ground Floor and Floors One and Two as Museum and Conference Center space will require modifications to create spaces for reception areas, a coat room, toilet rooms and concessions. These accommodations and others, such as improved air conditioning and security, will be provided by sensible preservation planning which is discrete. For instance, reception at the Lobby (Ground Floor) will be an appropriately designed free-standing reception/security desk. Few signs will be surface-mounted and every effort will be made to make improved lighting and air conditioning unobtrusive.

Existing mechanical, electrical and plumbing systems will be upgraded or replaced as necessary. A new HVAC system will be selected with careful consideration of its impact on significant historic architectural fabric and the special needs of the new use.

The modern elevator doors and cabs will be restyled with designs based on the originals, yet conforming to present codes. An example of the type of problem this presents is the modern limitation placed on the surface relief in sliding elevator doors (to keep children's fingers from being injured) which conflicts with early twentieth-century grillage door designs. Safe doors which still retain an appropriate flavor of history will be employed.

The developers will undertake the redevelopment of the structure in close coordination with local and national preservation concerns to assure that the project will be consistent with the established guidelines.

Urban Design Issues

Early plans of the area show that the original site allocated for the replacement Custom House built by Ammi Young was a free standing building overlooking Long Wharf and the Harbor. Young's Custom House was the focal point and terminus of the early waterfront roads which formed a large open space around the structure. The design, symmetrical in plan and massing, featured a large hemispherically domed rotunda reached by monumental steps on the eastern and western sides.

As trade increased and real estate development and expansion continued along the waterfront, wharfs were filled in, pushing the shoreline forward. The irregular docks and inlets disappeared. Subsequently, new buildings were erected between the Custom House site and the water cutting off the majestic view afforded from the elevated grand entrance.

Before Peabody and Stearns were commissioned to design a tower, the steps to the eastern facade were removed. Peabody and Stearns' plans show that the pair of metal steps which lead from the portico to the north and south were also to be removed. The 1847 base had turned its back on the waterfront and the main entrance now faced toward the City. Recent developments and improvements in the area, primarily Faneuil Hall, the Markets, waterfront hotels and the Aquarium have endeavored to reconstruct original street patterns and open up views to the Harbor. The suppression of the Central Artery which is planned for the 1990's will greatly improve pedestrian and vehicular access to the water. Visual contact will also no longer be impaired.

Goals

Our goals in preparing the Site Plan are to work within the available public budget:

- o To create a sense of place.
- o To provide an imposing setting for the building.
- o To promote pedestrian use of the areas adjacent to the building and to establish clear and pleasant paths across the site for foot traffic.
- o To recall the "Age of Granite" with the use of historic site materials.
- o To remove, as much as practical, all cars from the site and completely form a buffer zone at the base of the building and to regain control of vehicular activity.
- o To control vehicular movement around the building.
- o To enhance east-west pedestrian movement from Broad Street to the water at both edges of the site.
- o To formally landscape the public spaces.

Vehicular Circulation

We feel it is important to acknowledge the existing street pattern and traffic flow around the building. In our proposed site plan, State Street continues as a three-lane artery westbound with restricted parallel parking set within a lay-by with increased sidewalk width and larger corners for pedestrians.

India and Milk Streets will continue to carry eastbound traffic to the Central Artery. Central Street between the Artery and India Street will continue westbound and provide secondary access, service and delivery access to the Custom House and adjacent buildings.

"...results indicate that the traffic volumes diverted by the closure of McKinley Square between State and Central Streets will have no adverse effects on traffic operations in the vicinity of the site"

McKinley Square will be paved to allow for drop-off and pick-up access only and will have the option and flexibility to be closed off for special events, summer hours and weekends. Although designed as a 'street', cars and service vehicles will be limited to those requiring immediate and direct access to the neighboring buildings. In this way, a square can be recreated during off-peak hours and weekends.

Traffic analysis of the surrounding area indicates that Central Street and McKinley Square are now only serving as short cut routes to State and India Streets and are not used as major thoroughfares. For this reason, we feel that these streets can be partially closed without disrupting existing major traffic flow.

*Pedestrian
Circulation*

It is essential that any sitework and external improvements address adjacent public space and relieve the congestion surrounding the building. The Custom House has lost the definition of the granite plinth which once provided a base. The surrounding pavement is narrow and restricts pedestrian movement around the base of the building. Parking is tucked tightly against the perimeter and conceals secondary entrances.

A new buffer zone is proposed that will reclaim public space to the eastern and western sides of the building. This will re-establish the monumental steps to the west as the ceremonial and public entrance to the museum and observation deck and reactivate the primary entrance into the building. The eastern side will be redeveloped as a service entrance within a landscaped plaza.

Pedestrian circulation outside will be enhanced by the creation of McKinley Square which will be closed off for special events or shared with cars and trucks on a restricted-access basis. A high volume of pedestrian travel is expected if the proposed MBTA Aquarium Station headhouse is installed within the State Street block.

A strong visual link will be made between the Jenny Building park and the arcade at Marketplace Center to serve the heavy foot traffic across the site moving to and from Quincy Market. The open paved and landscaped areas will create an important new meeting place with views toward the waterfront.

*Paving, Planting and
Site Improvements*

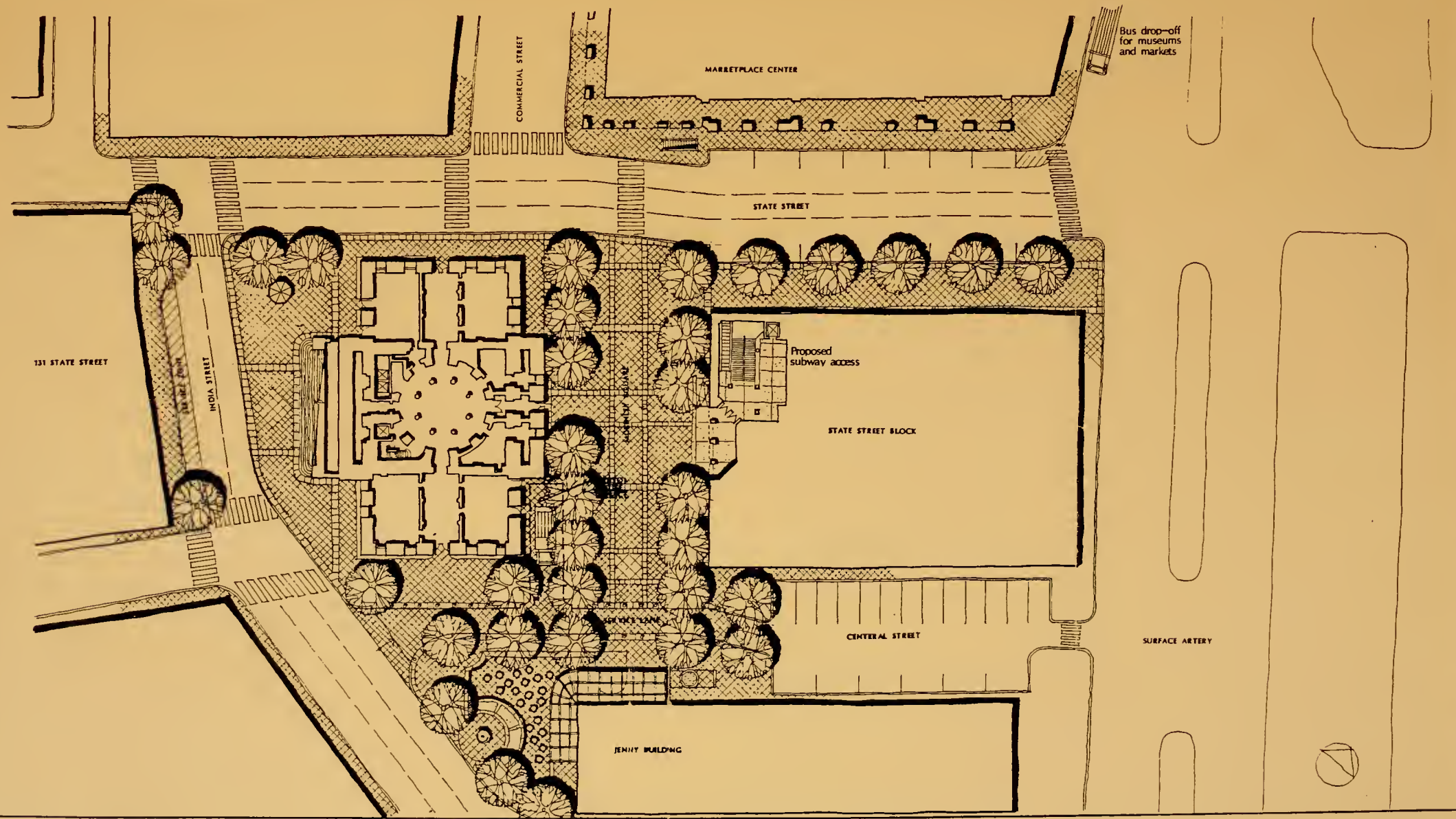
Paving: Compatible materials will be used for site improvements to enhance and emphasize the monumentality of the Custom House. It is intended that the base of the Custom House be enlarged to form specially paved plazas which will define the boundaries of the open space surrounding the building. Granite pavers will be used for all pedestrian surfaces to match in color and veining that of the existing plinth.

Pedestrian pavements surrounding adjacent buildings will be of concrete scored to match the granite paving around the Custom House, except that at Custom House Square where all pavers will be granite. Curbs and curb cuts will be of grey granite. Inlaid marbles and metals may be used sparingly to denote level change and enrich the paving at both of the plazas. Granite cobblestones will be used to mark the vehicular access points at Custom House Square and will form the new road surface at McKinley Square. Large stone bollards will be used to mark entrance points.

Site Lighting: New lamps and lamp posts will be designed as period reconstructions of lighting which would have been used at the turn of the century. This will establish a visible boundary to the area at night as well as afford safety and enhancement to certain aspects of the building and urban space. Floodlighting for the base of the building will be unobtrusive and highlight key architectural features. Concealed lighting will also be added to the underside of the western portico to denote the entry.

Street Furniture: Benches and outdoor seating will be designed to be vandal resistant and weatherproof. Their style will reflect the classical proportions and permanence of the building. It is intended that their grouping, although fixed, will form different patterns to reduce the scale of the open space while providing pleasant landscaped rest areas.

Landscaping: To balance the hardness and monumentality of the open space, formal rows of trees will be planted around the building. These trees will serve to provide a visual boundary for the open plazas. They will be set back from the base of the building so the impact of the exact rigid adherence to the symmetry of the architecture can be appreciated. These trees will be planted equidistant from each other and set into the paving with large tree grates protecting their roots. Hardy and suitable tree types may be selected, such as London Plane trees and non-fruiting pear.



U.S. CUSTOM HOUSE

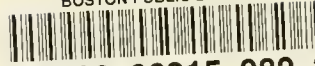
Boston, Massachusetts

Architects
Dean Tucker Shaw, Inc. with Beyer Blinder Belle

PRELIMINARY SITE PLAN



BOSTON PUBLIC LIBRARY



3 9999 06315 082 3

